

# 2018 Global Human Capital Trends

## The rise of the social enterprise

Organizations today are increasingly judged on the basis of their relationships with their workers, customers and communities, as well as their impact on society - transforming them into social enterprises

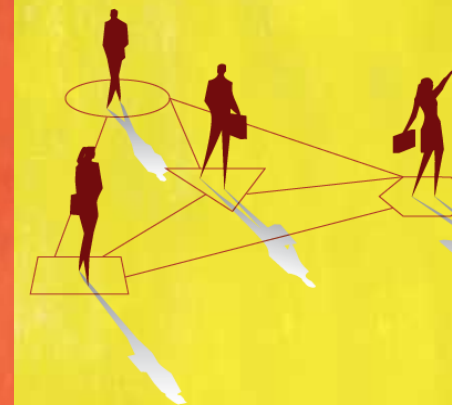
### The symphonic C-suite: Teams leading teams



**85%**

of executives surveyed this year rated "C-suite collaboration" as important or very important - making it the most important trend of the 2018 issue

### AI, robotics and automation: Put humans in the loop



**73%** see this area as important

**31%** are ready to address it

### The hyper-connected workplace:

Will productivity reign? **91%**

Of respondents say that their organizations' employees spend time on projects outside their functional area



### The Workforce ecosystem: Managing beyond the enterprise

**16%** have an established set of policies and practices to manage a variety of worker types



### New rewards: Personalized, agile, and holistic

**8%** Of organizations said their rewards program were "very effective" at creating a personalized, flexible solution

### From careers to experiences: New pathways

*In today's workplace a personalized, agile and holistic rewards system is essential to attract, motivate and develop talent*

### The longevity dividend: Work in an era of 100-year lives

*Creating ways for people to have meaningful, productive multi-stage and multidimensional careers is a major opportunity to engage workers across generations*

### Well-being: A strategy and a responsibility

**86%** of employees surveyed value a flexible schedule, with half of the organizations surveyed offering a flexible working program



### Citizenship and social impact: Society holds the mirror

**77%** see citizenship as important



### People data: How far is too far?

*Companies must be vigilant about data quality and data security, while this is a relatively new challenge for HR it is rapidly becoming a top priority*



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## Oracle HCM cloud differentiators

Trend description	HR imperative	Oracle differentiators
 <p><b>SYMPHONIC C-SUITE</b> demands C-level leaders to operate as a cohesive team rather than independent functional experts</p>	<ul style="list-style-type: none"> <li>Employ a team-centric, networked, and agile organization structure that leverages data across the organization to make critical business decisions</li> </ul>	<ul style="list-style-type: none"> <li>Oracle's integrated cloud-based multi-pillar solution connects all areas of the organization to support collaborative digital business models</li> </ul>
 <p><b>WORKFORCE ECOSYSTEM</b> recognizes the need to strategically manage relationships beyond the enterprise</p>	<ul style="list-style-type: none"> <li>Extend talent management approaches across a varied portfolio of workers, talent networks, and service providers</li> </ul>	<ul style="list-style-type: none"> <li>Support for multiple work relationships allow organizations to manage employees and contingent workers together, extending access to talent management approaches across all work relation types</li> </ul>
 <p><b>NEW REWARDS</b> need a more personalized, agile, and holistic approach</p>	<ul style="list-style-type: none"> <li>Create programs that are aligned with individual preferences</li> <li>Provide compensation programs that are delivered more continuously</li> </ul>	<ul style="list-style-type: none"> <li>Compensation empowers managerial use of Stock, Merit, Promotion, Market Adjustments and other components to best reward and retain individuals across all work relationships</li> </ul>
 <p><b>CAREERS TO EXPERIENCES</b> understands, develops, and implements a variety of solutions to support 21st-century careers</p>	<ul style="list-style-type: none"> <li>Provide tailored solutions that empower individuals to navigate 21<sup>st</sup>-century careers and access and develop the skills of the future</li> </ul>	<ul style="list-style-type: none"> <li>AI helps individuals proactively explore and compare career paths across all disciplines to identify and develop an individualized plan to achieve future career goals</li> </ul>
 <p><b>LONGEVITY DIVIDEND</b> requires innovative practices and policies to support extended careers</p>	<ul style="list-style-type: none"> <li>Partner with older workers to develop new career models</li> <li>Recognize seasoned employees as a proven competitive advantage</li> </ul>	<ul style="list-style-type: none"> <li>Succession planning and predictive analytics highlight opportunities to partner workers across generations to share institutional knowledge and develop an inclusive workforce</li> </ul>
 <p><b>CITIZENSHIP AND SOCIAL IMPACT</b> has bearing on an organization's financial performance and brand value</p>	<ul style="list-style-type: none"> <li>Take an intense look at organizations' impact on society</li> <li>Make citizenship a core part of strategy and identity</li> </ul>	<ul style="list-style-type: none"> <li>"My Volunteering" enables employees to be philanthropic by identifying and participating in volunteer projects their company supports</li> </ul>
 <p><b>WELL-BEING</b> becomes a core responsibility of corporate citizenship and performance strategy</p>	<ul style="list-style-type: none"> <li>Provide a robust suite of well-being programs focused on physical, mental, financial, and spiritual health</li> </ul>	<ul style="list-style-type: none"> <li>Work Life Applications help improve productivity by helping employees holistically view their total work and personal well-being</li> </ul>
 <p><b>AI, ROBOTICS, AND AUTOMATION</b> recognizes that technologies are most effective when they complement humans, not replace them</p>	<ul style="list-style-type: none"> <li>Rethink "work architecture" to benefit organizations, teams, and individuals</li> <li>Analyze new combinations of machines and humans working together</li> </ul>	<ul style="list-style-type: none"> <li>Intelligent bots extend the application through interactions with products like Amazon Echo, Google Home, and Apple Siri</li> </ul>
 <p><b>HYPER-CONNECTED WORKPLACE</b> implements tools that improve performance and promote necessary collaboration</p>	<ul style="list-style-type: none"> <li>Determine which tools are best for the organization and how to use them</li> </ul>	<ul style="list-style-type: none"> <li>Social Networking promotes employees to collaborate and communicate effectively while sharing documents, files, and ideas cross-functional within a familiar user experience</li> </ul>
 <p><b>PEOPLE DATA</b> understands how to mitigate the risks that impact their consumer brand</p>	<ul style="list-style-type: none"> <li>Be vigilant about data quality, data security, and the accuracy of machine-driven decisions</li> </ul>	<ul style="list-style-type: none"> <li>Data entry controlled by business flows to ensure quality. Advanced HCM Controls detect security anomalies to mitigate risk and strengthen compliance</li> </ul>

How we can help
 <p><b>CLOUD ROADMAP, STRATEGY AND IMPLEMENTATION</b></p>
 <p><b>HIGH-IMPACT HR OPERATING MODEL DESIGN</b></p>
 <p><b>LABORWISE</b> - A powerful lens for analyzing labor spending</p>
 <p><b>ENGAGEPATH</b> - measure, monitor, and improve Employee engagement</p>
 <p><b>CULTUREPATH</b> - shape your workplace culture, drive your strategy</p>
 <p><b>BERSIN RESEARCH &amp; MEMBERSHIP</b></p>

**2018 HUMAN CAPITAL TRENDS REPORT**

Read the full report on the HC Trends app or:

<https://www2.deloitte.com/insights/us/en/focus/human-capital-trends.html>



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